

DDA 83-0451/4

31 MAY 1983

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MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence  
Executive Director

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Elimination of Inefficiency, Waste, and Abuse

REFERENCE: Memo to DDA from DCI, dtd 19 May 83, same Subject

1. I agree with your thoughts that there are many other areas where we can exert our efforts to eliminate inefficiencies, waste, and abuse. We will continue our efforts in these areas and furnish you with periodic reports.

2. With regard to the controls on expenditures for printing, film, and publications products which you mentioned in reference, we insist that all printing/photographic requirements levied on the Printing and Photography Division (P&PD), Office of Logistics, be submitted via formal requisitions. These requisitions must bear the signatures of specific individuals, designated in writing, who are authorized to requisition printing and reproduction services. Each requisition is reviewed by P&PD as to its validity and as to the most cost effective method of processing the requirement. If P&PD questions the validity of the requirement, it is brought to the attention of senior management in the concerned component for resolution. In the areas of photographic/visual aid services, if the requirement is questioned by P&PD specific approval is required by an Area Division Chief or an Office Director. In addition to these controls for routine services, we perform a number of printing and photographic tasks which require approval of specific Agency officials, i.e., all unique requests for stationery for administrative use require the approval of my Executive Officer, requests involving micrographic equipment and services require the specific approval of the Agency Micrographic Officer, etc.

3. You should be aware that the consolidation of our printing and photographic operation has only been in existence since 1975. Prior to that time, the Agency had three separate printing operations. Since the consolidation, P&PD has decreased by 37 positions while production has steadily



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increased both in volume and complexity. You should also be aware that we have recently assigned responsibility to P&PD to conduct the Agency Television Equipment Management Program which will serve to eliminate duplication of effort in this area, make more effective use of our existing equipment, and streamline maintenance contracts.

4. The centralization of travel approvals, mentioned in reference, is very difficult to adapt to this Agency. The need for compartmentation and the "need-to-know" principle dictate against centralization in this area. Further, each of the four Directorates has its own unique requirements and missions closely relating to travel which make it difficult to administer travel on a centralized basis. We, nevertheless, are all guided by the same regulatory issuances which limit the number of Agency officials who may authorize travel and which are rather stringent in the performance of travel regarding scheduling, routing, allowable fares, etc. In addition, there are two Agency components which provide centralized travel services, i.e., the Central Processing Branch assists employees with their travel arrangements, and the Central Travel Branch processes their travel accountings.

5. Please advise if I can provide you with any additional information on the above topics.

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Harry E. Fitzgerald

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